

Service Area Plan

Department of Social Services

Administrative and Support Services (49900)

Service Area Background Information

Service Area Description

Administrative and Support Services units provide the organizational infrastructure which allow the operational units to function. Most services are generic to agencies including management oversight, budgeting, accounting, human resources management, planning, legislative liaison, procurement and general services, public affairs, and internal audit. In addition to these services, four functions peculiar to social services, Appeals and Fair Hearings, Electronic Benefits Transfers to Food Stamp recipients, Fraud Reduction Management and Quality Monitoring are also provided.

As part of the Department's Strategic Plan, Goal #3, a Business Process Re-engineering (BPR) project was undertaken as the precursor to implementing any new or increased automated solutions. BPR was necessary to determine the need for changes to the business processes employed by the state and local departments as part of the Virginia Social Services System (VSSS). The BPR project has produced a "to be" model of how the VSSS should look and operate in the future. The "to be" model impacts all of the primary programmatic and support functions of the Department.

The "to be" model includes the flexibility for clients to access services through several methods that are not currently available, such as through the internet or through the auspices of a community partner outside of local departments. This flexibility will require development of a data-gathering tool that shares information with program experts and partners, the establishment of cross-disciplinary teams to serve household needs, and more formal agreements and development of partnerships at the state and local levels. Before any changes are put into place, a business modeling laboratory to test and prove the value of these changes will be established. Changes in organizational structure, policy, process and procedures are necessary to implement the new "to be" model.

The first step in implementing changes is the development of a Change Management Plan that choreographs the implementation of incremental changes to support the new model. The structure through which changes are implemented is a Change Management Office (CMO). The CMO provides the organizational structure to manage the step-by-step process of overall change.

Service Area Alignment to Mission

By providing the organization framework which allows the program units to function the Administrative and Support Services units contribute to the achievement of all the Department's programmatic goals.

Service Area Statutory Authority

Section 63.2-200 - Department of Social Services created, 63.2-209 - Commissioner authorized to create such divisions of department as may be necessary.

Service Area Customer Base

Customer(s)	Served	Potential
Employees (served unknown; potential unlimited)	1,800	1,800
General Public (served unknown; potential unlimited)	0	0
Local Departments of Social Services	120	120
Low income individuals and families	491,945	565,737
Non-profits (served unknown; potential unlimited)	0	0
VDSS Business Units	16	16

Service Area Plan

Department of Social Services

Administrative and Support Services (49900)

Anticipated Changes In Service Area Customer Bas

It is expected that implementation of the BPR recommendations (the "to be" model) will result in a fundamental change from a stove-piped, programmatic-driven method of service delivery to a consumer-focused and comprehensive way of conducting business that provides more flexibility for consumers and more value for the investment in public services and policies. The customer base may expand to reach individuals and groups who have not previously availed themselves of services, but may also decrease the customer base, once duplication and competition is reduced through more cooperative and formal working relationships between state and local partners.

Service Area Partners

Local Departments of Social Services

State agencies

Service Area Products and Services

- Economic assistance to low income families/individuals or nutrition, child care, health care eligibility, and financial assistance to low income families/individuals
- Support Services (i.e. HR, IS, etc.)
- Claims Integrity
- Support of organizations serving communities
- Services that promote self-sufficiency
- Services that protect children

Factors Impacting Service Area Products and Services

Federal agencies that provide funding for social services have become much more difficult to deal with as they have sought to control their costs more aggressively in recent years. This has made the task of complying with financial requirements far more challenging than in years past. It is anticipated that this trend will continue as long as federal deficits remain an issue at the national level.

Anticipated Changes To Service Area Products and Service

The Department is evaluating changes to its business processes. However, specific changes to administrative systems and procedures have not been identified at this time.

Service Area Financial Summary

Support services are funded by a combination of state general fund of approximately 44% and 56% non-general funds. The sources of the non-general fund include all the major federal grants (Food Stamps, Medicaid, TANF, IV-D Child Support Enforcement, IV-E Foster and Adoptions, Social Services Block Grant (SSBG), Low Income Home Energy Assistance Program (LIHEAP), and the Child Care and Development Fund (CCDF).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$12,084,755	\$14,603,068	\$12,084,755	\$14,603,068
Changes To Base	\$2,285,277	\$554,086	\$2,287,177	\$554,086
SERVICE AREA TOTAL	\$14,370,032	\$15,157,154	\$14,371,932	\$15,157,154

Service Area Plan
Department of Social Services
Administrative and Support Services (49900)

Service Area Objectives, Measures, and Strategies

Objective 49900.01

Maintain the current set of administrative support services (excluding computer services) at a cost equal to or below 1.4% of total system expenditures

With the exception of Appeals and Fair Hearings, Electronic Benefits Transfers to Food Stamp recipients, Fraud Reduction Management and Quality Monitoring the functions of administrative and support services are fairly generic to state agencies, i.e. they represent standard infrastructure costs of conducting a state agency business. The purpose of this objective then is to focus efforts on maintaining this “overhead” cost at an acceptable cost level relative to total system expenses. Computer services is not included in this objective because the computer services is so critical to the achievement of departmental/social services objectives at that the computer services organization is considered a separate service area.

This Objective Supports the Following Agency Goals:

- Optimize and maximize resources
(This objective is aligned with the Commission on Virginia’s Future long-term objective to “be recognized as the best-managed state in the nation” and with VSSS goal six that seeks to maximize resources for accomplishing programmatic goals in part by minimizing state administrative expenditures.)

This Objective Has The Following Measure(s):

- **Measure 49900.01.01**

Administrative and support costs as a percentage of total system costs.

Measure Type: Input

Measure Frequency: Quarterly

Measure Baseline: FY 2005 results, adjusted for the reassignment of Electronic Benefits Transfers (EBT) to Financial Management, show that 1.4% (\$24,513,096) of total system expenses (\$1,751,143,973) occurred in program 479 exclusive of computer services.

Measure Target: 1.4% for FY 2007.

Measure Source and Calculation:

DSS FAAS financial system Report FA1-136.

Objective 49900.01 Has the Following Strategies:

- Eliminate or amalgamate supportive business processes to reduce cost and/or increase efficiency without increasing costs.
- Use automation to reduce the cost of supportive business processes.

Objective 49900.02

Increase the level of procurements from small, women, and minority (SWAM) suppliers

Demonstrate commitment to using Small, Women, and Minority (SWAM) suppliers by designating a Supplier Diversity Champion to provide training for its employees and conduct outreach to SWAM suppliers, promoting the use of SWAM contractors and subcontractors in all types of procurements, and implementing/updating an agency Supplier Diversity Plan.

This Objective Supports the Following Agency Goals:

Service Area Plan

Department of Social Services

Administrative and Support Services (49900)

- Cultivate a diverse workforce capable of accomplishing the system's mission
(This objective is consistent with the agency's mission and the Commonwealth's goal of using Small, Women, and Minority (SWAM) suppliers which is a Governor's Procurement element on the Governor's Management Standards Scorecard and Executive Order 29 issued by the Governor. Increased interaction with small, women, and minority businesses will enhance efforts to recruit a more diverse workforce.)

This Objective Has The Following Measure(s):

- **Measure 49900.02.01**

Percent of discretionary purchases made through SWAM suppliers.

Measure Type: Outcome **Measure Frequency:** Quarterly

Measure Baseline: FY 05 spend rate for Small Businesses represented 14% of discretionary purchases, Women-owned Businesses represented .85%, and Minority-owned Businesses represented 5.27%.

Measure Target: 5% increase in overall SWAM utilization by the end of FY06.

Measure Source and Calculation:

The data will be captured using payment data from the agency's Financial Analysis and Accounting System (FAAS), purchase spend information from eVA, usage reports from the Commonwealth's Small Purchase Charge Card Vendor, and reports submitted by contractor's on the use of SWAM subcontractors. The percentage of spending with SWAM suppliers will be calculated in accordance with guidelines issued by the Department of Minority Business Enterprise (DMBE) for submission of Quarterly SWAM Management Reports. Discretionary purchases will be used for measuring SWAM utilization. The utilization percentage for each business category for FY06 reporting will include only those vendors that are certified by DMBE as SWAM vendors. The calculations for the first two quarters of FY05 included all SWAM vendors regardless of whether they were DMBE certified. Until all qualified vendors are enrolled and identified as SWAM, the utilization rate for FY06 is expected to increase slightly over FY05 utilization percentages.

Objective 49900.02 Has the Following Strategies:

- Designate an agency employee as Supplier Diversity Champion.
- Include, when available, SWAM suppliers identified as certified by the Department of Minority Business Enterprise in agency solicitations.
- Provide supplier diversity training, information, and assistance to VDSS FAAS users.
- Participate in SWAM outreach programs and conferences sponsored by the Department of Minority Business Enterprise, the Department of Business Assistance, the Department of General Services and other agencies to share information and approaches to increase SWAM utilization, establish new SWAM sources, etc.
- Seek out SWAM vendors from various sources: DMBE website, eVA SWAM vendor reports, American Express (AMEX) SWAM vendor reports, and other government agencies.
- Collect statistics, prepare and submit reports, monitor supplier diversity efforts for SWAM utilization activity.

Objective 49900.03

Improved/re-engineered business processes across the enterprise

The purpose of this objective is to focus efforts on making changes to the organizational structure, policies, procedures and processes at both the state and local levels that support a consumer-focused and comprehensive way of conducting business that provides more flexibility for consumers and more

Service Area Plan

Department of Social Services

Administrative and Support Services (49900)

value for the investment in public services and policies. Simply put, consumers will receive services more efficiently, effectively and in a more flexible way through implementation of changes that reduce duplication, paper-dependent processes and expansion of information sharing.

This Objective Supports the Following Agency Goals:

- Improve business productivity through effective automation
(This objective is aligned with the Commission on Virginia’s Future long-term objective to “be recognized as the best-managed state in the nation.” In addition, the steps that will be put into place to enhance services support the Commission on Virginia’s Future long-term objective to “Inspire and support Virginians toward healthy lives and strong resilient families.”)
- Optimize and maximize resources
(This objective is aligned with the Commission on Virginia’s Future long-term objective to “be recognized as the best-managed state in the nation” and with VSSS goal six that seeks to maximize resources for accomplishing programmatic goals in part by minimizing state administrative expenditures.)

This Objective Has The Following Measure(s):

- **Measure 49900.03.01**

Cost of service delivery

Measure Type: Output

Measure Frequency: Quarterly

Measure Baseline: New measure, baseline data not available. Baseline will be established using FY06 data.

Measure Target: Specific target will be determined once baseline is established.

Measure Source and Calculation:

To be determined

- **Measure 49900.03.02**

Processes re-engineered

Measure Type: Output

Measure Frequency: Quarterly

Measure Baseline: New measure, baseline data not available. Baseline will be established using FY06 data.

Measure Target: Specific target will be determined once baseline is established.

Measure Source and Calculation:

TBD

- **Measure 49900.03.03**

Time between the application and delivery of benefits/services

Measure Type: Output

Measure Frequency: Quarterly

Measure Baseline: New measure, baseline data not available. Baseline will be established using FY06 data.

Measure Target: Specific target will be determined once baseline is established.

Measure Source and Calculation:

TBD

Objective 49900.03 Has the Following Strategies:

- Create a Change Management Office to oversee the implementation of the BPR “to be” model.

Service Area Plan

Department of Social Services

Administrative and Support Services (49900)

- Institute a department-wide requirement to develop a business case for any major organizational, functional, policy, systems or procedural changes.
- Create a business modeling laboratory that serves to test and prove the value of particular policy, procedure, or systems changes prior to implementation.
- Eliminate or amalgamate supportive business processes to reduce cost and/or increase efficiency without increasing costs.
- Reduce the number of paper-driven processes.
- Use automation to reduce the cost of supportive business processes.

Objective 49900.04

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements

Standard statewide Administrative and Support service objective.

This Objective Supports the Following Agency Goals:

- Optimize and maximize resources
(This objective is aligned with the Commission on Virginia's Future long-term objective to "be recognized as the best-managed state in the nation" and with VSSS goal six that seeks to maximize resources.)

This Objective Has The Following Measure(s):

- **Measure 49900.04.04**
Percent of Governor's Management scorecard categories marked as meets expectations for the agency.
Measure Type: Output **Measure Frequency:** Annually
Measure Baseline: 60%
Measure Target: 100%
Measure Source and Calculation:
Governor's Management scorecard categories marked as meets expectations divided by 5.

Objective 49900.04 Has the Following Strategies:

- The agency is currently identifying where deficiencies exist and specific plans/strategies will be developed to address those deficiencies.